Education and Workforce Development Cabinet
2015 Summary Strategic Plan

(Per KRS 48.810 – Strategic Plan)
Revised 10-13-15

Cabinet/Agency

Cabinet Budget Number: 51   Cabinet Name: Education and Workforce Development Cabinet

Departments/Offices in the Cabinet/Agency

Mission

The Education and Workforce Development Cabinet is determined to provide life-long educational and workforce services to all Kentucky citizens preparing them for next generation learning, work and citizenship.

Vision

We seek to leverage the many resources available to us from cradle to career to provide seamless, efficient and accessible learning opportunities for all Kentuckians. We envision well-prepared citizens that are proficient and prepared for success who are well qualified for meaningful employment and lifelong learning.

Values

- Integrity - We believe in operating with integrity in all our work. We conduct ourselves in a responsible, professional fashion, as outlined in the Code of Conduct of The Executive Branch Ethics Commission while demonstrating commitment to the cabinet's mission.
- Teamwork – We believe in leveraging the abilities of our agencies and their employees through a collaborative approach to problem-solving, project development and project implementation including working with our partners. Interaction and alignment of standards with other agencies is a vital part of everyone's job, while honoring and recognizing the independent statutory nature of agencies within the cabinet.
- Customer Centric – We believe that our customers deserve to be shown respect and that our agencies are working proactively on their behalf empowering solutions. The cabinet and its agencies will put its customers at the center of all policy and practice and service delivery decisions and strategies.
- Accountability – We strive to be accountable and willing to align our decision-making with the responsibility of improving the educational achievement levels and workforce readiness for all Kentuckians. Accountability entails honoring commitments, accepting responsibility for our actions and being receptive to feedback that results in changed behaviors.

- Trust and Transparency – At the center of all our actions, there must be trust. We trust that others will do as they say and, in turn, we assure that we will live up to our commitments. To accomplish this we must be transparent in the way we communicate with all others, providing timely, relevant and concisely accurate information and data.

Statement of Alignment with Governor Beshear's Strategic Themes

Governor Beshear's administration is focused on six areas that are of significant importance to Kentuckians. These six areas are:

1. Attracting and growing jobs;
2. Balanced budget without raising taxes;
3. Clean and ethical government;
4. Quality education for all students;
5. Affordable and accessible health care;
6. Honoring our veterans.

The chart below shows the alignment between our Cabinet goals and the Governor's six key areas.

Goal	1	2	3	4	5	6
1. Utilize the statewide longitudinal data system to improve student learning, track key performance indicators and close achievement gaps	X		X	X		
2. Implement new strategies for high-quality teaching	X		X	X		
3. Promote access to quality library services and information resources…for public use	X		X	X		
4. Through KET make Kentucky a better place and strengthen its communities by educating, inspiring, informing and connecting citizens through the power of public media	X		X	X	X	
5. Align education system to ensure life-long success	X		X	X		
6. Position Kentucky's workforce for global competition, aligning workforce development with economic development strategies	X		X	X	X	X
7. Simplify the workforce development service delivery system	X		X			X
8. Improve service to achieve customer-centered delivery system	X		X			X
9. Provide employment opportunities and other outreach that support Kentucky veterans	X		X			X
10. Provide quality, individualized service to support people with disabilities to prepare for and obtain, retain employment.	X		X	X		
11. Implement career pathways aligned with state and regional Sectors creating a talent pipeline system cradle through career	X		X	X	X	X
12. Align programs and leverage resources to ensure that every child enters kindergarten ready to grow, learn and succeed	X		X	X		

Statement of Alignment with the Agency's Budget Request

It is the Cabinet's philosophy to include senior management throughout the budgeting process. The Cabinet's team of managers is charged with developing a two-year financial plan that reflects each agency's explicit need for its services and collectively assists the Cabinet in accomplishing its mission. While each agency has a specific strategic plan to meet its own goals and initiatives, the agencies are tied into the Cabinet's overall plan as outlined below. The focus of management has been to operate their programs as effectively and efficiently as possible without jeopardizing services to consumers or being out of compliance with federal or state statutes. As a result of this emphasis, the goals and priorities included in this document will be carried out within the budgetary parameters that have been developed through the budget process.

Any additional financial resources that become available that support or enhance specific aspects of this plan will be requested as a supplement to this plan pursuant to KRS Chapter 48.

Situation Analysis

KRS 151B.020, effective June 25, 2013 creates the Education and Workforce Development Cabinet and its major organizational units. The following agencies comprise the Education and Workforce Development Cabinet:

· Department of Education
· Kentucky Commission on Proprietary Education
· Governor's Scholars Program
· General Administration and Program Support
· Kentucky Educational Television (KET)
· Kentucky Commission on the Deaf and Hard of Hearing
· Education Professional Standards Board
· Kentucky Center for School Safety
· Environmental Education Council
· Kentucky Center for Education and Workforce Statistics
· Kentucky Department for Libraries and Archives
· Department of Workforce Investment
· Unemployment Insurance Commission
· Kentucky Workforce Investment Board
· Early Childhood Advisory Council

Measurable Goals

51.1 Utilize the statewide longitudinal data system to improve student learning, track key performance indicators and close achievement gaps

51.2 Implement new strategies for high-quality teaching

51.3 Promote access to quality library services and information resources and ensure adequate documentation of government programs is created, maintained and available for public use

51.4 Through Kentucky Educational Television make Kentucky a better place and strengthen its communities by educating, inspiring, informing and connecting citizens through the power of public media

51.5 Align the education system to ensure life-long success

51.6 Position Kentucky's workforce for global competition, aligning the Commonwealth's workforce development system with economic development strategies

51.7 Simplify the workforce development service delivery system

51.8 Improve service to achieve a customer-centered delivery system

51.9 Provide employment opportunities and other outreach that support Kentucky veterans

51.10 Provide quality services to support people with disabilities to prepare for and obtain, retain employment

51.11 Implement career pathways aligned with key state and regional sectors creating a talent pipeline system cradle through career or ensure transition points are seamless for students and adult learners

51.12 Align programs and leverage resources to help assure that every child enters kindergarten ready to grow, ready to learn and ready to succeed

Specific Objectives for Each Goal

51.1.1 Utilize the Kentucky Center for Education and Workforce Statistics (KCEWS) longitudinal data system to identify data sources, availability and define the metrics for calculating key performance indicators to enhance workforce competitiveness for all populations

51.1.2 Develop a web-based interactive dashboard allowing people who are involved in these issues at all levels to access information about progress toward goals

51.1.3 Create a high-degree of collaboration among all educational entities across the data spectrum that delivers a seamless view of the educational landscape in Kentucky to improve student academic achievement, close achievement gaps and inform advocacy groups

51.1.4 Expand the continuum of data in the longitudinal data system to span from birth to workforce

51.2.1 Teachers need and deserve multiple career pathways to be exposed to other teaching, leading and administrative opportunities

51.2.2 Create an educator compensation model that moves toward comparable levels of the surrounding states

51.2.3. Create a system to facilitate the teacher accreditation process, review programs and continuous assessment materials in a more efficient manner

51.3.1 Provide effective services that meet and exceed the needs of library and public records customers

51.3.2 Build broad, effective partnerships with organizations and public agencies for enhanced management of and access to information and services including high speed broadband service availiability

51.3.3 Improve efficiencies in agency operations and improve employee job satisfaction, focusing on retention of high-potential employees

51.4.1 Serve the audience by being responsive to the needs and expectations of our KET viewers, users, and supporters

51.4.2 Support student achievement by contributing to the professional growth of educators and the development of an educated workforce

51.5.1. See Kentucky's education system in totality, a seamless pathway from pre-school to workforce/employment

51.5.2 Create partnerships and linkages encouraging parental and community involvement, for example, the Statewide Educational Resource Center on Deafness when working with deaf and hard of hearing students and their families

51.5.3 Establish the concept of life-long learning as a norm in the 21st century

51.6.1 Provide business and industry with an alternative means of developing a skilled workforce by combining education and training with on-the-job experience

51.6.2 Promote educational options, including technical education, two-year and four-year college, apprenticeships, other learn and earn options, and specialty training to younger students

51.6.3 Increase opportunities for entrepreneurship in a culture of innovation

51.7.1 Support a workforce system that values quality customer service, provides user-friendly tools, engages in consistent case management and a standard menu of services

51.7.2 Increase the awareness and use of online job matching and training services which are accessible to all disabilities

51.7.3 Increase communication among all service delivery points

51.8.1 Increase awareness within the system that "clients" of the workforce system include those with jobs to fill as well as those seeking a job

51.8.2 Provide customer service training to all service delivery staff

51.8.3 Develop benchmarks and baseline standards for consistency within the system

51.9.1 Partner with other agencies to bring together expertise and resources to assist veterans in their employment goals like profound unusable hearing loss

51.9.2 Provide better access to training and education opportunities for veterans, including state and national job banks and job fairs

51.9.3 Incentivize employers to hire veterans

51.10.1 Support the kind of workplace that can effectively leverage the skills of disabled workers

51.10.2 Encourage a philosophy of hiring without limits

51.10.3 Emphasize the benefits that insure to both the employer and employee increased access to a diverse pool of new workers

51.11.1 Build an inclusive, employer-driven cradle through career pathway framework

51.11.2 Identify industry groups and partnerships to initiate and validate pathway structure and design

51.11.3 Make resources available to align these employer-driven pathway models with existing work in the K12, postsecondary and workforce development settings

51.11.4 Provide a clear picture and increase awareness of what education and experience is required and the necessary steps to increase opportunities for employment or career

progression via tools and courses incorporating employability skills, career awareness, and education/career planning

51.12.1 Continue the integration of early childhood data into KCEWS from the Department of Education and the Cabinet for Health and Family Services

51.12.2 Promote consistency in standards across public and private early childhood programs

51.12.3 Leverage workforce and education programs that improve teacher quality by connecting early childhood educators with training, education and financial supports

51.12.4 Support KET's kindergarten readiness programming and resources

51.12.5 Early identification of any hearing loss through mandatory screening. Encourage partners to intervene with identified students and their families to promote the understanding that any child is capable of learning and transitioning successfully as long as language acquisition is provided

Performance Indicators for Each Objective

51.1.1.1	Database allows information to be shared among agencies
51.1.2.1	Computer technology is up-to-date, and software is in a user-friendly format
51.1.3.1	Resource personnel are strategically placed across the three principle education agencies to support the Kentucky Longitudinal Data System
51.1.4.1	Successfully link the birth to five data with the Kentucky Longitudinal Data System
51.2.1.1	A statewide mentoring program for teachers that exposes teachers to all opportunities available within the Kentucky school systems is established
51.2.2.1	Increased funding for educator compensation is to be advocated
51.2.3.1	A professional development program is established which benefits educators
51.3.1.1	Employees are knowledgeable about the services the state library and the state archives and public records management provide and can assist patrons and customers with their needs
51.3.2.1	Partnerships with organizations and public agencies yield various program enhancements as well as increased public awareness of information services, technical support and availability of consulting services and program assistance
51.3.3.1	Teamwork and other strategies identify critical areas whereupon improvements can be made in the areas of employee satisfaction, management policies and organizational operations
51.4.1.1	Produce, acquire, and distribute high-quality, innovative educational, local, and national content on multiple platforms
51.4.2.1	Provide standards-based instructional resources and services for teachers, students, adult learners, and the education community
51.5.1.1 more	Increase mentoring partnerships with business and industry so that students can clearly see the link between education and employment

51.5.2.1	Partnerships are developed that encourage parental and community involvement
51.5.3.1	Communities are to be made aware of all learning opportunities and are supported and enabled to make informed choices
51.6.1.1	Statewide and regional industry sector strategies are developed by state and regional, employer-driven partnerships of industry, education and training and other stakeholders that focus on needs of key industries, such as health care
51.6.2.1	A career pathways framework that aligns educational policy and practice to support it needs adoption
51.6.3.1	Increase number of individuals pursuing entrepreneurial endeavors through education and workforce programs
51.7.1.1	A single point of entry is established for both employer and employee customer groups
51.7.2.1	The workforce development online service is revamped by improving and expanding web-based tools and services, creating one identity and design scheme
51.7.3.1	Website and links are simple, uniform and based on user needs
51.8.1.1	High level of customer service is maintained and evaluation methods and consumer feedback developed
51.8.2.1	Training programs are developed that provide staff with the knowledge and confidence needed to perform all aspects of their jobs and to have an understanding of the workforce system
51.8.3.1	A framework is developed to evaluate the implementation progress and the success or failure of programs after implementation
51.9.1.1.	Percentage of veteran employment increased
51.9.2.1	Training and other support provided to Local Veteran Employment Representation Program staff so they have the tools needed to advocate on behalf of veterans
51.9.3.1	Collaboration with other state agencies on veteran's initiatives is established to monitor equalities in order that the needs of all are met
51.10.1.1	Consider the barriers and the overall needs of the participants in obtaining employment and living more independently
51.10.2.1	The importance of access to assistive technology needs to be recognized as an employment support to advance employment outcomes for people with disabilities
51.10.2.2	Develop partnerships with employers and agencies in connection to specific disabilities that would enhance employment opportunities
51.10.3.1	Flexible workplace practices that promote positive employment outcomes for people with disabilities are to be encouraged
51.11.1.1	Consistency among key partners in education and workforce systems
51.11.1.2	Number of employers participating in design and review process
51.11.2.1	Employer satisfaction with models and talent pipeline production
51.11.2.2	Resources relating to cradle through careers pathways to be expanded to include those that will assist educators in providing quality instruction to improve the academic and technical achievement of students
51.11.3.1	Number of K12, post-secondary and workforce training providers who adopt the consistent pathway approach and the increase over time

51.11.4.1	Progress report that measures data regarding the career pathway efforts and the sharing of practices between state and regional sectors to advance the talent pipeline system.
51.12.1.1	Establish the KY All STARS quality rating system for all public and private early care and education organizations
51.12.2.1	Promote early care and learning program participation into the KY All STARS rating system
51.12.3.1	Number of Kids NOW scholarships awarded to early childhood educators
51.12.4.1	Increase awareness and use of kindergarten readiness broadcast programs and online resources from KET and PBS Kids
51.12.5.1	Work with established partnerships within the pipeline to ensure children are identified, provided services before entering kindergarten, and have been provided the opportunity to acquire language proficiency equal to their peers. Measure through accessible testing mechanisms